As the hospital’s CEO, it is my goal to position the hospital for a successful future. We have a skilled and supportive DECH family that shares that goal; the leadership team, department leaders, staff, Board members, and our Medical Staff. In 2018, Down East Community Hospital focused our efforts on cultivating sustainable services centered around the people of Washington County. To remain strong, we know we need strong, proven services.

Together we have:

- Added staff during the year to support the new volume growth of our infusion clinic
- Hired a Certified Nurse Mid-Wife (CNM) to join our team of two board certified OB/GYNs
- Expanded our ultrasound service hours by purchasing an additional ultrasound and hiring a second full-time sonographer
- With the help of a grant from the Maine Community Foundation, DECH purchased a Balance Assessment and Conditions system for our Rehabilitation Department to assist in the development and implementation of a comprehensive balance program
- With the addition of Craig Williamson, MD, we expanded our Orthopedic services by increasing our Physician services to three board certified Orthopedic surgeons
- With the addition of Stephen Salzer, MD, we expanded our Otolaryngology services by increasing our Physician services to two board certified Otolaryngologists
- With the addition of Rebecca Paine, PA-C, our pediatric practice is fully staffed
- We crafted a realistic, conservative operating budget to maintain stability to the hospital's financial performance
- We continue to actively recruit for additional family practice providers

I am proud to work with the dedicated people who are the DECH family and know that, together, we will continue to strengthen our position as the health care provider of choice so we can continue to live our mission to improve the health care of the people of Washington County. I am thankful for the many physicians, nurses, staff members and volunteers whose knowledge, skills and dedication are key to the delivery of excellent care, and that they bring that care with the personal, compassionate touch of a community hospital.

Sincerely,

Steve Lail, CEO
• Our infusion clinic volume increased by 46% during the year. Visits increased from 1,407 in 2017 to 2,048 in 2018. We added staff during the year to support the new volume growth.

• We also saw a significant increase in births during the year. Our obstetrical volume increased by 23%. Births increased from 152 in 2017 to 187 in 2018. To support this volume increase we hired a Certified Nurse Mid-Wife (CNM) to join our team. With this addition, we are able to provide an alternative birthing experience for those who prefer to work with a CNM during their pregnancy. The addition has also been a great support to our two current Obstetricians, both of whom have been caring for our community over 10 years, to provide a well-supported and rounded birthing experience. We are proud to be able to continue to grow and provide both of these services to our community as the only hospital available in Washington County to do so.

• At the end of 2018, we expanded our ultrasound services by adding an additional ultrasound and a second full-time sonographer. Ultrasound service hours have been expanded to 7:00am-7:30pm Monday through Friday with two sonographers available for services on Wednesdays.

• With the help of a grant from the Maine Community Foundation, DECH purchased a Balance Assessment and Conditions system for our Rehabilitation Department to assist in the development and implementation of a comprehensive balance program. At the end of 2018 the Rehabilitation Department completed its first free Fall Prevention class. They worked with 38 people over an 8-week period. The participants demonstrated marked improvement in strength and balance and their balance confidence scales were significantly improved. The balance program will continue to be developed and there will be more classes provided in 2019.

• With the addition of Craig Williamson, M.D., we expanded our Orthopedic services by increasing our Physician services to three board certified Orthopedic surgeons.
## Fiscal Year 2018

### Funds Received

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts charged to patients</td>
<td>95,397,298</td>
</tr>
<tr>
<td>Less portion for payments made by Medicare, Mainecare, and</td>
<td>(44,319,369)</td>
</tr>
<tr>
<td>other commercial payers paid at amounts less than charged</td>
<td></td>
</tr>
<tr>
<td>Less portion of amounts charged not received due to lack of patient ability</td>
<td>(2,998,642)</td>
</tr>
<tr>
<td>to pay</td>
<td></td>
</tr>
<tr>
<td>Less portion of amounts charged that DECH provided to patients as Free Care</td>
<td>(2,672,601)</td>
</tr>
<tr>
<td>Payments received from services provided to patients</td>
<td>45,406,686</td>
</tr>
<tr>
<td>Non patient revenue: 340b, Meaningful Use, Maine Families Grant</td>
<td>1,806,225</td>
</tr>
<tr>
<td>and other revenue</td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>266,293</td>
</tr>
<tr>
<td><strong>Total Funds Received</strong></td>
<td>47,479,234</td>
</tr>
</tbody>
</table>

### Funds Expended

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>24,859,427</td>
</tr>
<tr>
<td>Purchased services, temporary personnel, professional fees, and supplies</td>
<td>15,505,756</td>
</tr>
<tr>
<td>Depreciation, interest and other</td>
<td>6,706,887</td>
</tr>
<tr>
<td><strong>Total Funds Expended</strong></td>
<td>46,971,070</td>
</tr>
</tbody>
</table>

### Excess Funds Received Over Funds Expended

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excess Funds Received Over Funds Expended</strong></td>
<td>508,164</td>
</tr>
</tbody>
</table>
An integral part of the mission of Down East Community is to improve the health of the people in Sunrise County and our Community Benefit is a part of what we do to fulfill that mission.

Community Health Needs Assessment (CHNA)
Down East Community Hospital continues to take steps to improve the health of its communities. In 2018 DECH focused its community health efforts based on its selected priorities of focus.

**Obesity • Drug & Alcohol Abuse • Cardiovascular Disease • Mental Health • Cancer • Access to Healthcare • Diabetes**

Total: 1,499,040

**Subsidized Programs:**
- Bariatric Support Group
- Bold Coast Festival
- Breast Cancer Awareness Walk
- Down East Hospice
- Downeast Youth Soccer Association
- Elaine Hill Walk/Run
- Balance Classes/Falls Prevention
- Harrington Round Ball Classic
- Lobstah Drop
- Machias Bay Chamber Concerts
- Machias Area Little League
- MBACC Summer Movie
- Passamaquoddy Bay Symphony Orchestra
- Porter Memorial Library
- SAL Post #9 for Local Food Pantries
- Turkey A Thon
- Washington County Cancer Conference
- Sarah’s House
- Wesley Foundation
- Women’s Health Resource Library

**Medical Services:**
- NYU Dental Clinic
- Free Mammograms
- Free Medical Care
- Health Fairs and Flu Shot Clinics
- Reduced Cost Sports Physicals
- First Aid Stations

**Medical Services**
- $1,277,329

**Subsidized Programs**
- $58,186

**Medical Education**
- $163,525
Recognized for Quality

High HCAHPS Scores

HCAHPS (Hospital Consumer Assessment of Providers & Systems) is an independent, standardized survey instrument used to measure patients’ perspectives on hospital care. It contains 21 patient perspectives on care and patient rating items that encompass eight key topics: communication with providers, communication with nurses, responsiveness of hospital staff, pain management, communication about medicines, discharge information, cleanliness of the hospital environment, and transition of care.

Down East Community Hospital was well above benchmark in almost all categories and received an overall rating of 91.2.

Quality Initiatives

Antibiotic Stewardship

To help with the fight against superbugs or multi-resistant organisms (e.g. MRSA), DECH developed an Antimicrobial Stewardship Team. The multi-disciplinary team includes Physicians, Lab, Nursing, Infection Prevention, Pharmacy, Quality and Information Technology. The overarching goal is to help reduce resistant bacteria and improve antibiotic use.

The initial focus was in the inpatient setting to examine appropriate indication and days of therapy related to antibiotic prescribing. As antimicrobial stewardship may encompass several aspects of care, members of the team also helped to implement the new procalcitonin lab testing to better differentiate bacterial from viral infections.

Employee Masking

Hospitals across the Nation and across the State are helping to protect staff, patients and visitors by masking during flu season. Down East Community Hospital implemented a masking policy where unvaccinated staff must wear a mask when within six feet of another person. Before the masking policy DECH had an employee vaccination rate of 79.6% for the 2017-2018 flu season. DECH was in the bottom rankings (fourth lowest) for reporting Maine facilities. The State average was 91.5%. For the 2018-2019 flu season, the employee vaccination rate was 92.4%.

High OAS CAHPS

The OAS (Outpatient and Ambulatory Surgery) CAHPS (Consumer Assessment of Healthcare Provider Systems) collects information about patient’s experiences of care in hospital outpatient departments and ambulatory surgery centers. Patients 18 years and older who had both medically and non-medically necessary surgeries and/or procedures, are eligible to receive this survey. It includes questions about patients’ experiences with the preparation for the surgery or procedure, check-in processes, cleanliness of the facility, communications with the facility staff, discharge from the facility, and preparation for recovering at home. It also includes questions about whether patients received information about what to do if they had possible side-effects during their recovery.

Down East Community Hospital was well above benchmark in all categories and received an overall score of 95.0.

4 Star Rating from Medicare.gov

DECH received a 4 Star rating again this year from Medicare.gov. The Medicare.gov overall rating summarizes up to 57 quality measures on Hospital Compare reflecting common conditions that hospitals treat, such as heart attacks or pneumonia. The overall rating ranges from one to five stars. The more stars, the better a hospital performed on the available quality measures.

High HCAHPS Scores

HCAHPS (Hospital Consumer Assessment of Providers & Systems) is an independent, standardized survey instrument used to measure patients’ perspectives on hospital care. It contains 21 patient perspectives on care and patient rating items that encompass eight key topics: communication with providers, communication with nurses, responsiveness of hospital staff, pain management, communication about medicines, discharge information, cleanliness of the hospital environment, and transition of care.

Down East Community Hospital was well above benchmark in almost all categories and received an overall rating of 91.2.
List Of Service Chiefs (as of December 31, 2018)

Douglas Nilson, MD
Peter Morningstar, MD
Christian Inegbenijie, MD
Thomas Crowe, MD
Diane Zavotsky, MD
Stephen Madigan, MD

Emergency Medicine Service
Pediatric Service
Obstetric Service
Surgical Service
Medicine Service
Radiology Service

New Medical Staff Members in 2018

Thomas Black, APRN-FNP
Dennis DeSilvy, MD
Rupert Fincke, MD
Andrea Groft, PA-C
Jason Hine, MD
Samuel Hunkler, MD
Jillian LaPointe, PA-C
Rebecca Paine, PA-C
Stephen Salzer, MD
Bjarni Thomas, APRN-CN
Jose Ventura, MD
Craig Williamson, MD

In 2018 the following practitioners joined the DECH Staff:

President
Aziz Massaad, MD
Vice President
Stephen Madigan, MD
Secretary/Treasurer
Leonid Brodsky, MD

Anesthesiology
Leonid Brodsky, MD
Rita Ten, MD
Teresa Maresh, APRN-CRN
Shawn Sparrow, APRN-CRN

Cardiology Consultants
Rupert Fincke, MD
Dennis DeSilvy, MD

Emergency Medicine
Nadeem Ali, MD
Michael Bell, MD
Justin Bennett, MD
Colin Coor, MD
Timothy Coury, MD
Peter Croft, MD
LeRoy Danielson, MD
Nathan Donaldson, DO
Brian Griffin, MD
Andrea Groft, PA-C
Deborah Guilmette, APRN-FNP
George Higgins, III, MD
Jason Hine, MD
Sarah Kopke, PA-C
James Mullen, III, MD
Douglas Nilson, MD
Guy Nuki, MD
Daniel Reinke, MD
Marcus Riccioni, MD
Joseph Nabozny, MD
Michelle Perkins, MD
Daniel Stanhiser, MD
Ernest Walker, PA-C
Kellie Wheeler, PA-C

Family Practice
Robert Abrams, MD
Julia Arnold, MD
Carl Asleton, MD
Kristen Barbee, DO
Belinda Barron, APRN-FNP
Thomas Black, APRN-FNP
John Gaddis, DO
Samuel Hunkler, MD
Jillian LaPointe, PA-C
Sandra Manship, APRN-FNP
Christine Moulton, APRN-FNP
Davis Rioux, DO
Curtis Russet, APRN-FNP
Cynthia Sammis, MD

Hospitalist
Kerry Crowley, MD
Howard Grayson, MD
Thomas Ryan, DO
Daniel Stanhiser, MD
Diane Zavotsky, MD
Jose Ventura, MD

Obstetrics/Gynecology
Kara Dwight, DO
Christian Inegbenijie, MD
Bjarni Thomas, APRN-CN

Ophthalmology
Lawrence Piazza, MD

Orthopaedic Medicine
Thomas Crowe, MD
Henry Jao, MD
Craig Williamson, MD

Otology/Neurosurgery
Thomas Holzen, MD

Podiatry
Nima Moghaddas, DPM
Gary Degen, DPM

Radiology
Stephen Madigan, MD
Karen Willens, MD

Surgery, Colorectal
Aziz Massaad, MD

Surgery, General
Aziz Massaad, MD

Urology
Dhanvant Rathod, MD

Women’s Health
Christine Kuhni, APRN-WHN
Janice had spent many years in pain and thought maybe she had MS because she felt her pain came from her muscles in her legs. She went to DEC Physical Therapy and had sessions with Steven Belanger, PT which resulted in her learning that her pain was originating from her hips, not from her muscles, as she had suspected. She had Imaging tests performed and it was confirmed; she needed to have her hips replaced.

I remember going in after the x-rays and Dr. Crowe asking which one I would like to have done first. I said the left one because it is so bad and very painful. I told him then that I had a horse and that I hadn’t been able to ride him for 9 years. I asked him, do you think that after I get a new hip that it would be possible to ride again? Dr. Crowe is one of the most positive people I have ever met! Without a second of hesitation he said absolutely! That encouraged me. I truly believe if you don’t have the faith, the courage won’t rise up. I knew I would be out of pain and would be able to do some things again, but to get on a horse that’s a different ball game altogether.

I had my first hip replaced October 23rd of 2017 and wanted the other one done as soon as possible so I could start riding. My second hip was done on December 18. I did amazingly good with having both hips operated on so close together. My first operation was on a Monday, the therapist came in on Tuesday and got me up and moving around, and then after that I just got up and walked all over the place. Wednesday morning Dr. Crowe came in early and I got released. That night I walked upstairs to bed and still was in very little pain. The next day my husband took me out to breakfast and I went right on with my life.

My life, for the 4 years before the operations, had gotten bad. I could hardly walk. I had to go upstairs on my hands and knees. I couldn't ride in the car any distance, if I got in the car at all. I couldn't even get in our pick-up truck without a mounting block and my husband helping me. I could not ride my horse; my life was really just nothing….just sitting in the chair. After the surgeries were over I was out of pain. That gave me a whole new outlook on everything. It was great.

Dr. Crowe is really the best. I can’t stress enough how much his positive attitude had to do with this being so successful, I believed it was going to work! That, along with great nurses and a great Rehabilitation Therapist, it all means so much. Physical therapy is just so important, and Steve is such a great physical therapist. He’s just really super, and all the nursing staff went above and beyond, they were just the best, nicest nurses.

By April 4th I was on my horse! I’m also in a horse club where we record every hour we ride. I rode 81 recorded hours from April 4 to October 31! There were more hours that I couldn’t record because I was competing. I signed up for a 3-day Josh Lyons clinic (my husband, Richard, too). I knew I wanted to do this, so I practiced. When I started on April 4th, I rode 20 minutes, then 45 and after that I tried to go at least an hour, then an hour and a half to two hours. At the clinic, you’re supposed to ride for 7 hours a day, each day. The first day I rode all 7 hours, the second all 7, and the 3rd day I rode 6. That was just 6 months out from my second hip operation. Good Heavens!

This year, I have already started riding. I hope to get twice the number of recorded hours plus the competitions. I believe I’ll do well because I can almost parallel park him already!
Dear Down East Community,

This greeting is most appropriate because we are all part of this community. Our doctors, nurses, and support staff stand ready to serve every patient, but patients are not only the hospital’s customers; they are our friends and neighbors. We meet each other in the grocery stores and restaurants, on the baseball diamond, and in the gym for basketball games. This is what makes our hospital a community hospital. Board members are also members of this community. Board members know the importance you place in a well-run health care system. This is why the board hired Steve Lail to lead DECH.

Steve came to his new job as President and CEO from 2-years as Chief Operating Officer. Steve lives in our community, and his children attend schools here. Because of Steve’s understanding of the needs of our hospital, he has been able to provide the leadership needed to address the long standing challenge of recruiting highly skilled staff.

During Steve Lail’s 7-months as CEO, our hospital has filled critical positions and expanded important services in many departments. One example is the nurse mid-wife who was hired to fill a community need that had caused some expectant moms to travel out of town to deliver their babies. In addition to the nurse mid-wife, the pediatrics department was expanded to welcome the new arrivals. In March of this year, 20 babies were born at our hospital. This is just one way DECH is cultivating our services, so your needs are met in a courteous, timely, and professional manner by our skilled and dedicated staff. The goal of DECH is to provide the services you need when you need them. Whether you require the treatment of one our new family care providers or our expanded orthopedic, ENT, pediatrics and women's health staff, DECH is ready for you.

The old adage “If you like the service you received at DECH, tell your friends and neighbors, and if you don't, please tell us.” is exactly the culture our hospital encourages. This is why a Community Hospital Connection committee is being formed. This committee will better connect services provided by our hospital with the community we serve. Every complement and complaint is already addressed by the quality department, but this CHC committee will provide even more opportunity for patient input. The hospital staff and board of trustees are working hard to make DECH the very best critical access hospital in Maine, and we thank you for your continued support.

Sincerely,

Wayne A. Peters
Chair, Board of Trustees
We thank our many donors for their partnership in helping us find ways to better serve patients and to build a healthier community. On behalf of all the patients and families who benefit from your thoughtful donations, please accept our heartfelt thanks. Our commitment to improve the health care of the people of Washington County is possible only with the unparalleled support of the community we serve.

Gratitude for Giving!
Our hearts are filled with gratitude for the gifts of our generous donors during 2018.

We thank our many donors for their partnership in helping us find ways to better serve patients and to build a healthier community. On behalf of all the patients and families who benefit from your thoughtful donations, please accept our heartfelt thanks. Our commitment to improve the health care of the people of Washington County is possible only with the unparalleled support of the community we serve.

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- Applied Materials Foundation
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- Berry Dunn
- Blue Water Emergency Partners, LLC
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- Cates Wharf
- Cherryfield Foods
- ClearPoint Financial
- Columbia Falls United Methodist Church
- Dahl Chase Pathology
- DECH Auxiliary
- Down East Credit Union
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- First National Bank
- Hannaford Charitable Foundation
- Hanscom Construction
- Harris Point LLC
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- Ruth Leuhecker
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- Gene & Kathy Look
- Chris and Andrea Lyford
- Ellen Mallar
- Barbara Maloy
- Diane Mann
Light A Life gifts were given “In Memory of”:

Loved Ones
Baby Hope
Kay
Phyllis Albee
Keith Albee
Nancy Woodward Allen
Edna Alley
Elizabeth Alley
Harry D. Ball
Mary Ball Rossman
Hillson Beal
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Eric Robinson
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Sonja Schmidt
Marilyn Schoppee
Irving (Peter) Scoville
Chad Seltzer
Hazel E. Severance
Dr. Bernard Shaw
Jane S. Smith
Frances Sparaga
These donations were received between January 1, 2018 and December 31, 2018. We have made every effort to ensure the accuracy of this list of donors. If we have inadvertently omitted, misspelled or incorrectly listed a name, we offer our most sincere apologies.

Please call the Down East Community Hospital at (207) 255-0433 so that we may correct our records.

MVH Residents
Emergency Room People

Memorial
Kerry Rose Brown (2)
Lisa Nash Mutty (1)
Viola Payson, RN (1)
Jean Marie Richardson (9)
Verill "Sonny" Worcester (12)

Mission
At Down East Community our mission is to improve the health of the people in the Sunrise County by being as passionate, determined and resilient as those we serve and by balancing exceptional service, financial integrity, current technology, staff satisfaction and collaborative community involvement.

Vision
Every patient experience will be exceptional!

Values
Respect
Communication
Ownership
Empowerment
Excellence
Resilience
Integrity
Compassion

Light A Life gifts were given "In Honor of":
Constance Aronosian
Harry & Zona Beal
Jeff Byer
Yvonne Carpenter
Marian Coffin
Sean Crowe
Simone Crowe
Tom Crowe
George & Marnie Dowley
Paul Dumont
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Bea & Zan Finch
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Zakary Peterson
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Asher Reisman
Jon Reisman
Avram Reisman
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Donald Woodward
Nancy Woodward Allen
Russell Wright, Jr.
Ranger, the Puppy 2018
WQDY-WALZ-WCRQ Radio